

ROUTING AND RECORD SHEET

SUBJECT: (Optional)

FROM: Harry E. Fitzwater
Director of Personnel Policy,
Planning, and Management

EXTENSION

NO.

DATE 13 June 1980

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TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1. ✓ DD/HRPI
1001 Ames

2.

3. DD/R&P
806 Ames

4.

5. DD/SP
5E56 Hqs.

6.

7. DD/P&E
1006 Ames

8.

9. Chief, SIS/SS

10.

11.

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14.

15.

The DDCI will be conducting the third quarter review of the FY 80 Goals Program during July and August. The OPPPM portion of this exercise is limited to my submission of a written progress report on my AWP objectives. Singled out for special attention are any issues or problems which should be brought to the DCI/DDCI and our achievements in implementing ExCom/NAPA decisions.

To assist me in compiling this report, I would like each of you to review your activities for appropriate items. Your own AWP's are a good place to begin since they task you to complete objectives for which I am ultimately responsible. The results of your review should be forwarded to the DD/PPPM by COB 3 July 1980.

Harry E. Fitzwater

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4 June 1980

S. Young

MEMORANDUM FOR: Deputy Director for Administration
Deputy Director for National Foreign Assessment
Deputy Director for Operations
Deputy Director for Science and Technology
Inspector General
General Counsel
Legislative Counsel
Comptroller
Director, Office of Equal Employment Opportunity
Director of Personnel Policy, Planning, and
Management
Director of Public Affairs

FROM : Deputy Director of Central Intelligence

SUBJECT : FY-80 Goals Program

1. The tentative schedule for the FY-80 CIA Goals Program Third Quarter review is as follows:

DDO	17 July	1500 - 1630
DDA	24 July	1500 - 1630
DDNFA	31 July	1500 - 1630
DDS&T	7 August	1500 - 1630

All meetings will be in the DCI Conference Room.

2. In preparing your goals for this quarter, please carry over any appropriate goals from our last discussions and continue to utilize appropriate objectives of your SIS Advance Work Plan. You should add other recent top priority goals for your area that you wish to discuss. You can also begin your transition to FY-81 goals.

3. All directorates should have an appropriate personnel management goal focusing not only on implementing recent Agency-wide personnel management decisions--e.g., Agency-wide vacancy notices, uniform panel precepts, and SIS development--but also on personnel goals or issues unique to your directorate. Please include areas of concern that I highlighted in my memo to you on your FY-80 APP, particularly on reducing PRAs, better personnel planning, and improved EEO performance.

DERIVATIVE CL BY

[Redacted]

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DERIVED FROM Multiple--See
Component Goals Packages

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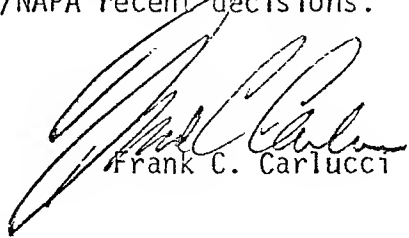
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6. I would like each of the seven independent office directors to provide me with a brief, written quarterly progress report on his individual Advance Work Plan objectives by 4 August. Include any issues or problems you may want to bring to DCI/DDCI attention or any revisions you may want to propose. OPPPM should discuss in some detail progress in implementation of the many EXCOM/NAPA recent decisions. ✓


Frank C. Carlucci

cc: DCI
SA/DDCI

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ATTACHMENT D

29 FEB 80

MEMORANDUM FOR: Deputy Director of Central Intelligence

FROM: Harry E. Fitzwater
Director of Personnel Policy, Planning,
and Management

SUBJECT: Status Report - Advance Work Plan

REFERENCE: DDCI Memo, dtd 8 January 1980,
Subject: FY-80 Goals Program

1. This is the first quarterly report on the status of my proposed Advance Work Plan (AWP). Please note that I have not yet received your approval of the plan which I had submitted. Therefore, I can only submit information on the objectives as they were presented to you initially. For your convenience and reference I have attached a copy of that AWP.

2. This has been a very busy time for the Office of Personnel Policy, Planning, and Management (OPPPM), but my senior staff and I have found it to be a stimulating period. We believe that real movement and progress has already been achieved and that more is underway. Not the least of the dramatic changes occurring was the relocation of this Office. Therefore, I trust you will judge my progress, and that of my colleagues in OPPPM, in attaining work objectives in the light of an Office that is extremely busy, which has many activities in hand, but which is also stimulated by the movement that is occurring.

Objective #1: Especially since the time of the relocation of our Office to the Office of the DCI/DDCI, it is our feeling that there is a growing acceptance of the role of the D/OPPPM and the OPPPM as the central overseer, policy formulator, and evaluator of Agency personnel management policy and practices. With the establishment of the Personnel Management Advisory Board (PMAB) and our discussions of policy papers as well as our discussion with Directorates on our modelling program, we believe that senior staff, Agency-wide, is accepting our role.

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29 Feb 2000

Objective #2: To assist me in attaining results associated with this objective, I have specifically assigned a similar objective to my deputy. Many new initiatives in our sub-group have been taken. For example, we have held "Meet Your Panel" group meetings--meeting of personnelists with the panel members responsible for them. Such meetings provided careerists the opportunity to meet their panel members, who are responsible for various aspects of their career, and to exchange views, raise questions, and to discuss anything else that was on the mind of the careerist.

We have initiated a one-on-one meeting between a panel member and each careerist, a task to be completed by mid-August. The purpose of this individual counselling session is to provide the careerist a more personal and individual opportunity to discuss his/her career aspirations, satisfactions/dissatisfactions, reassignment possibilities and overall career. These sessions will be extremely useful to panels as they meet to discuss various career development aspects of the careerist.

To ensure consistency through our several panels, my deputy, as chairman of the senior board, is meeting monthly with the chairmen of the other panels in order to ensure consistency in panel procedures and attitudes as well as to discuss problems of common concern.

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Last fall, we had our first Clerical Conference at [redacted] By all reports, it was an overwhelming success. [redacted]

We have conducted another self-assessment exercise in the sub-group, and are now considering the data for use in career management.

My deputy meets on a regular basis with our Career Management Officer to discuss various aspects of our Career Service.

I have started meeting individually with officers within the Office to discuss their concerns and seek advice on management of the Office.

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In summary, we believe our career sub-group is not only healthy but is moving even more to become a better team.

Objective #3: As you directly know, the NAPA recommendations consumed a major portion of our time during this past quarter. With the work of the NAPA Study Group, review by the Executive Committee, and ultimate approval of recommendations in December 1979 and January 1980, implementation of all approved recommendations has begun.

Where action is indicated by others within the Agency, they have already been notified, e.g., they have revised their board and panel evaluation procedures and have issued appropriate AWP's to component personnel officers.

Staff studies have been prepared and discussed at PMAB meetings on uniform precepts for CIA evaluation boards and panels and Agency-wide vacancy notices for certain positions common to more than one Career Service. The precept study has been forwarded for Executive Committee action; OPPPM is reviewing the impact that vacancy notices and common positions might have on present OPPPM resources.

Studies, at the Director's wish, for an annual promotion cycle as well as on career opportunities for senior secretaries are scheduled for the next PMAB meeting.

A handbook for new employees has already been drafted and edited and preliminary design and layout are underway.

Career Service evaluations of their personnel management effectiveness have been reviewed and a consolidated FY 1980 Annual Personnel Plan (APP) is being prepared for DDCI review. Revisions to the APP for the FY 1981 evaluation cycle will follow and will include computerization and Career Service inputs.

Although drafting of the CIA Personnel Management Handbook has begun, completion will have to await executive approval of policy decisions resulting from the NAPA recommendations.

Agency regulations pertaining to personnel management are being revised to a standard format.

Objective #4: We believe substantial progress has been made in attaining this objective. Techniques have been tested, evaluated and applied and two major applications of these techniques have already been made:

- a. we have prepared and briefed Deputy Directors on promotion projections to assist each Directorate in the preparation of their promotion plans, and;
- b. we have prepared age-trend simulations for each Directorate (and selected major components) that form the basis for briefings of each of the Deputy Directors. We have already briefed the DDO, DDA, DDS&T and plan soon to brief NFAC.

Our new techniques are assisting also in preparing year-end projections for the monthly Comptroller's meetings.

We are now in the process of moving from an emphasis on development into a heavier emphasis on planning applications. Toward this end, and with your approval, we have established a new Deputy Director/OPPPM to upgrade manpower planning information and analysis by pulling together units from other areas in OPPPM.

We have great hopes for the role OPPPM will play in this important area of the Agency's work. There is evidence that components are taking an interest in the work we are doing and are seeking our assistance in personnel policy.

Objective #5: A draft executive development outline was prepared in December and distributed to the members of the Executive Committee for comment. The last of these comments was received on 8 January and reviewed, with a summary sent to the DDCI on 22 January. We are currently preparing a proposed policy paper on Senior Officer Development which will include provision for the identification of rotational positions and the identification and development of feeder group candidates for SIS positions. This proposal will be submitted to you for initial consideration, with informal coordination with the PMAB and formal submission to the Executive Committee as soon as possible thereafter. We plan to submit a separate proposal for a redesigned Personnel Development Program (PDP) which would provide for detailed implementation procedures.

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Objective #6: The following actions have been taken toward completion of the design and implementation of the Senior Intelligence Service (SIS):

- a. Prepared and sent individual letters to all supergrade, SPS, EP-IV and EP-V officers inviting them to join the SIS.
- b. Established the OPPPM/SIS/Support Staff with an initial complement of three officers and a secretary to support D/OPPPM on SIS matters.
- c. Submitted for DDCI approval SIS conversion pay rates.
- d. Officially converted new SIS members.
- e. Established an informal inter-directorate working group to act as a point of contact and as a "sounding board" on SIS matters.
- f. Prepared for DDCI approval supplemental guidance for the preparation of AWP's on SIS officers.
- g. Prepared for DDCI approval a preliminary SIS program evaluation plan.
- h. Prepared for DDCI approval the salary rates for GS-15's promoted to SIS-1.
- i. Prepared for DDCI approval a policy on SIS premium pay provision which brings CIA in line with other government agencies except for unique Agency exceptions.
- j. Developed for DDCI approval an SIS membership certificate for officers converting to SIS and future lateral SIS appointments. (Certificates are currently being printed by OTS.)

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- k. Proposed for DDCI approval an SIS notice system to advise SIS and interested personnel of SIS policy and procedural determinations. Prepared three notices for dissemination.
1. Provided staff support to the DCI/DDCI in conducting the first SIS promotion exercise.

In addition to work on the Senior Officer Development and revised PDP proposals mentioned under Objective #5, we are currently developing possible alternatives for DDCI consideration and implementing the SIS performance award and rank stipend program. We are continuing a review of existing Agency regulations to determine changes required for SIS coverage and are drafting a proposed Headquarters regulation covering the management of SIS personnel and positions.

Objective #7: My deputy, other senior staff, and I have devoted a substantial amount of our time on the Agency's recruitment system and the sluggishness and processing delays that have historically been a part of that system. We believe we have come up with changes--some dramatic--and modifications of procedures that will result in incredible economies of time and money. Once we brief you, the Director, and the Executive Committee, I think you will believe that this objective has been more than fully attained.

Objective #8: At the present time, we have submitted 12 percent more minority applications for professional and technical positions. If we can sustain this rate through the balance of the year, we will exceed the objective.

Objective #9: A full report of this objective will have to be deferred until the next quarterly report. PERSIGN, our key system, will become operational on 9 March 1980. When operational, it will improve considerably the type of personnel data available to component users and our response time to requests for data.

Our new modelling capability, described in Objective #4 above, is already providing a new dimension to component manpower analysis; more will be done in coming months.

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The Recruitment Division has installed a mini-computer which will be able to store information on applicants as well as to track the movement and status of applications being seriously considered.

Objective #10: We are well along in attaining this objective. Five series have been completed pending possible appeal by components, five others are in the drafting and coordination stage, three have not yet been initiated. We believe that our rate of progress will, by year's end, attain the full objective.

Harry E. Fitzwater

Harry E. Fitzwater

Attachment

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